Columbus GEORGIA

We do amazing.

CITY MANAGER FIRST 79 DAYS

TYSON BEGLY

SUCCESS IS THE SUM OF SMALL EFFORTS, REPEATED DAY IN AND DAY OUT.

ROBERT COLLIER
Explaining what is possible in the long run.

AGENDA

Overview of how we plan to be successful

01 **Framework for Continuous Improvement**
Putting structure into our existing efforts

02 **Listen & Research**
Assessing our current situation

03 **Enable**
Embrace change to tools and processes

04 **Align & Communicate**
Providing information to create understanding

05 **Measure**
Using data, milestone tracking and external benchmarks

06 **Results**
Continuous improvement creates efficiency and better outcomes

CONTINUOUS IMPROVEMENT

OUR FRAMEWORK TO SUCCESS

FRAMEWORK FOR CONTINUOUS IMPROVEMENT

LISTEN & RESEARCH

Focusing on data and the big picture, identify solutions to become more efficient and provide better service in the long term.



ENABLE

Embrace change to tools and processes that help us address problems.

MEASURE

Using KPIs, data and milestones, track progress towards improvements.

ALIGN & COMMUNICATE

Clear, documented communication to internal and external parties.

LISTEN & RESEARCH

ASSESSING OUR CURRENT SITUATION

LISTEN

Listening to all parties. This includes calling all Councilors before each meeting, internal surveys of General Government employees, vendor coordination, one-on-one meetings with external counterparts, and listening to citizens.

INTERNAL RESEARCH

Provided all data for the transition audit back in July. Receiving feedback on the General Government internal survey. Looking at ways to improve reporting.

EXTERNAL GUIDANCE

Incorporating Mauldin & Jenkins recommendations. Working with organizations such as the Georgia Technology Authority and Bloomberg What Works Cities for best practices.

ENABLE

EMBRACE CHANGE TO TOOLS AND PROCESSES THAT HELP US ADDRESS PROBLEMS



IMPROVE PROCESSES

Looking at ways to change processes for business licenses/occupation tax. Documenting processes to clearly explain the blight situation to Council.



IMPLEMENT TOOLS

Implementing tools to track facility maintenance and provide additional reporting.



LEVERAGE TECHNOLOGY

Using technology to proactively assess website accessibility, speed up SOP creation, and identify potential zoning code improvements.



IDENTIFY TOOLS

Issued an RFP for a Finance/HR tool, which will address many of the complaints raised in the internal survey.

ALIGN & COMMUNICATE

PROVIDING INFORMATION TO CREATE UNDERSTANDING

INTERNAL

Created documented process explanations, such as the grants process, that are easier to comprehend than policies. Creating clear long-term strategies to ensure alignment with vision. Will provide answers and feedback regarding survey results.

CITY COUNCIL

Created one consistent template to be used for all General Government communications. Proactively reaching out before each City Council meeting. Consistent written responses.

CITIZENS

Initial changes to 311 to be more intuitive to citizens, with more changes coming. City Manager Newsletter to communicate decisions and changes that impact the citizens.

I WOULD HAVE WRITTEN A SHORTER LETTER, BUT I DID NOT HAVE THE TIME.



BLAISE PASCAL

Explaining that writing concisely and clearly requires careful editing, trimming, and thought.

DOCUMENTATION SAVES TIME

CLEAR, CONCISE, DOCUMENTED COMMUNICATION CREATES EFFICIENCIES

FEWER VERBAL EXPLANATIONS

Creating a document may take more time up front than talking, but it can be reused multiple times. Meetings can be much shorter, or even handled via email, if there is a clear document.

REUSABLE CONTENT

Once you have a document, it can be refreshed and reused for other purposes in the future. Repurposing a document can be done quickly, and provides the efficiencies of a documented communication.

EASIER TO IDENTIFY PROCESS ISSUES

Breakdowns or gaps in a process are identified much more quickly in a documented process than in a verbal explanation. Verbal explanations can be vague or ambiguous, but a clear chart or process flow exposes the ambiguities.

MEASURE

USING DATA, MILESTONE TRACKING AND EXTERNAL BENCHMARKS

DATA

Revisiting existing tools, such as 311, to ensure data is structured for us to get consistent information so we can identify root causes and track improvement.

TRACKERS

By defining the needed SOPs, M&J recommendations, and other milestones into the long-term strategy, we can track progress.

STATUS REPORTS

Completed draft for one department, and more coming as long-term strategies complete.

EXTERNAL BENCHMARKS

In addition to the Mauldin & Jenkins Maturity Model assessment, engaging with Bloomberg What Works Cities. Expect to be “Silver Certified” in January.

TRACKING IMPROVEMENT

STEPS TO CREATE A PLAN AND MARCH TO IT



LONG-TERM STRATEGY

Building out the long-term strategy gives us a baseline of goals and expectations, and incorporates existing recommendations.

STATUS REPORTS

Create a template that quickly shows status of KPIs and milestones documented in the long-term strategy.

TRACKING

Monthly reports that show progress towards recommendations and KPI updates.

REVISITING

Refresh the long-term strategy twice a year to incorporate accomplishments and identify any new goals.

IF YOU WANT TO SEE IMPROVEMENT, START TRACKING IT.



TYSON BEGLY
(Someone else said this first, but not sure who)

RECAP AND RESULTS

CONTINUOUS IMPROVEMENT FRAMEWORK

CONTINUOUS IMPROVEMENT CYCLE

LISTEN & RESEARCH

Focusing on data and the big picture, identify solutions to become more efficient and provide better service in the long term.



ENABLE

Embrace change to tools and processes that help us address problems.

MEASURE

Using KPIs, data and milestones, track progress towards improvements.

ALIGN & COMMUNICATE

Clear, documented communication to internal and external parties.

RESULTS OF THE CYCLE

CONTINUOUS IMPROVEMENT CREATES EFFICIENCY AND BETTER OUTCOMES



MORE EFFICIENT PROCESSES

- ⟶ By focusing on process improvement rather than exceptions or workarounds, we become more efficient.
- ⟶ Clear, documented processes have better adherence.
- ⟶ It is easier to address inefficiencies in a clearly documented process.



VISIBLE PROGRESS

- ⟶ Continual achievement of small milestones will snowball into big changes.
- ⟶ Data makes it clear what has improved and what still needs attention.

YOU DO NOT RISE TO THE LEVEL OF YOUR GOALS. YOU FALL TO THE LEVEL OF YOUR SYSTEMS.

JAMES CLEAR
Explaining the importance of habits and processes.